



Beyond a shadow of doubt, workplace absenteeism is a problem

Most of us at one time or another in our working lives have called in sick when we just wanted a day off. Whether it is just to enjoy a beautiful sunny day or deal with something more pressing like a sick child—we reason that it is not such a big deal. Is it?

"Absenteeism costs Canadian companies billions of dollars a year," says Concordia Management Professor Gary Johns, a world-leading authority on workplace absenteeism. At least that is what his peers at the Society for Industrial and Organizational Psychology have deemed him.

Johns a world authority

Johns' unassuming demeanor belies the intensity within to get at the root of absenteeism in the workplace. His pioneering work on absence cultures has gained him recognition and acclaim. "Absence cultures are simply informed agreements among employees about how much absence is considered normal and acceptable," says Johns, author of many major publications on workplace absenteeism.

In essence, there exist within a company's corporate culture different sub-cultures, each of which bears entrenched norms of what is reasonable behaviour. For practical purposes, that means there is an implicit understanding amongst employees within these particular cultures of how much time off is acceptable. That can mean a day here or there, or in some dramatic cases—planned days off.

Equally revealing, however, is that people have a distorted view of how often they are absent, says Johns. "They under-estimate their own absences and believe their colleagues are absent much more than they are. This is not conducive to self-discipline."



Concordia Management Professor Gary Johns with his textbook, which is in its fourth edition.

Crosses cultural boundaries

This finding crosses cultural and national boundaries. With Jialin Xie, he recently did a study comparing workers in China with those in Canada. Two very different cultures: one espousing collective interests, the other individualism. Yet the results were strikingly similar with few exceptions. Chinese workers also under-estimated their absences, Johns says. "But they also protected their group by viewing it as having superior attendance to other groups"—underscoring the influences of the more collective culture.

Whatever the case, absenteeism can cause dissension within a company—particularly in these days of downsizing and emphasis on teamwork. If you believe that your peers are not there to do their share of work, tensions can rise.

"Absence is the one of the most arbitrated work issues," Johns says, having seen the results firsthand. In 1995, he was called as an expert witness for the province of Ontario in an

arbitration hearing between the Scarborough Firefighters Association and its employer, the city. The city of Scarborough won the battle.

Between dividing his time among teaching, publishing articles and traveling to conferences worldwide as an invited speaker, Johns is continuing his research, building on previous work and branching off into related areas. He is looking at the ways companies design jobs and the effects of job design on stress.

Stress a major culprit

Johns notes ironies in the connections among downsizing, stress and absenteeism. "Absenteeism tends to fall when unemployment increases," he says. Economic reality sets in. People become nervous when jobs are not plentiful, feeling pressure to show up at work regularly. Similarly, the downsizing of many companies has led to increased workloads for those who remain. These pressures motivate people to engage in absenteeism as a "safety valve" to relieve stress.

At the same time, though, there are countervailing pressures not to let one's colleagues down by missing work or to engage in behaviour that makes oneself vulnerable in the next round of job cuts.

The Conference Board of Canada has pegged the national average at close to 4.0 per cent, a figure slightly higher than that in the United States. It means that, on average, an employee misses seven to eight days of work annually. In comparison, certain European countries like Switzerland, and Asian countries like Japan, have lower rates of worker absenteeism.

Work-family conflict

The present economic reality of working couples has certainly altered the employment landscape. The family faces more stress as

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upcoming events

Information Sessions

MSc Admin: Nov. 11 and Dec. 4.
Call Heather Thompson, 848-2711.

EMBA Program: Nov. 11, Dec. 3, Dec. 9, Jan. 14, 1997, Jan. 21, Jan. 28. Call Andrea Rose, 848-2995.

MBA Program: Dec. 12, 1996 and Jan. 16, 1997. Call Maria Kovacs, 848-2716.

Executive Development

English Seminars

Inventory Control and Management, Toronto: Nov. 4-5, Montreal: Nov. 6-7
Developing Total Quality Suppliers, Montreal: Nov. 18-19, Toronto: Nov. 21-22, Vancouver: Nov. 25-26

French Seminars

La Maintenance Préventive, Montréal: Nov. 13-14
Réussir ses négociations, Montréal: Nov. 20-21
L'optimisation des fonctions d'entreposage, Montréal: Dec. 2-3
Call Lucy Fusaro, 848-2787.

Student Events

Concordia Accounting Society
CMA & CGA Mentor Program
Cocktail: Nov. 8, 848-2855

Commerce Games at Ottawa University, Jan. 19-13, 1997

Undergrad Business Games at Concordia, Jan 17-19, 1997

Commerce and Administration Students' Association (CASA):
Call Kathy Tsolakos or Sunil Gandhi, 848-7464.

Ninth Awards of Distinction to honour captains of industry

The ninth annual Awards of Distinction Luncheon will be held this year at the Queen Elizabeth Hotel on November 15. In recognition of their outstanding contribution to both the world of business and to our community, the following four prominent Montrealers will be honoured: Francesco Bellini, CEO, Biochem Pharma Inc.; Micheline Charest, chairman and CEO, Cinar Films Inc.; Robert de Fougerolles, investment and management consultant; André Desmarais, president and co-CEO, Power Corporation of Canada. The four join a list of 32 recipients who have been so esteemed.

The Awards of Distinction Luncheon is the most prestigious event that the Faculty organizes to keep in touch with the business community. More than 400 guests attended last year's fete.

The Awards of Distinction Luncheon will be held on Friday, November 15, 1996, at 11:30 a.m. at the Grand Salon of the Queen Elizabeth Hotel, 900 René-Lévesque Blvd. West in Montreal. Tickets are \$60. For more information, call Chantal Chevrier at 848-2705.

Welcome from the Dean!

It is with great pride that we publish the first edition of *Commerce Today*, the newsletter of Concordia University's Faculty of Commerce and Administration. In keeping with the university's credo, *Real Education for the Real World*, this newsletter embodies what we are all about as educators of future business leaders.

Our objective in publishing the newsletter is to help us communicate our successes in both teaching and research to our various constituencies: alumni, business leaders, future students, faculty and staff members. It is also a way for the Faculty to foster solidarity and pride among our alumni, over 25,000 goodwill ambassadors, whose successes, in part, reflect their education at Concordia.

The Faculty's mission remains fundamentally the same as when we first offered degrees in 1937: providing quality business education. Our alumni and friends have always been instrumental in helping us design and deliver state-of-the-art programs needed to accomplish this mission. Often this means paradigm shifts. After a successful 11-year history, we have made significant changes to the curriculum of our Executive MBA program, the result of months of intense work that brought together faculty, industry and alumni. The Class of 96-98 is already benefitting from these improvements, which are featured



**Dr. Mohsen Anvari, Dean,
Faculty of Commerce
and Administration**

prominently in this inaugural issue.

It is high time to be proud of our accomplishments as a premier business school in Canada, and to celebrate the successes of our graduates who today occupy important positions of responsibility in their communities. In this issue we profile an alumnus, a faculty member, and one of our most successful programs. Bob MacDonald (EMBA 1988), is the president & CEO of Bell Helicopter

Textron, a world-leading aerospace manufacturer. MacDonald explains how his MBA has given him the confidence to tackle the complexities of the business world. Dr. Gary Johns, Department of Management, tells us about his latest research on absenteeism, particularly its significance to the workplace. Johns is considered by his peers to be a world-regarded authority on this subject. Professor Harold Simpkins, Department of Marketing, reveals the success of the Co-op Program. Co-op education is an example of an effective partnership between business and university.

We hope that all readers, both alumni and the business community-at-large, provide us with a reality check, the kind of feedback we need to fine-tune and continuously improve the programs we deliver. I can be reached personally at (514) 848-2703. You may also want to call Dr. Jerry A. Rosenblatt, Associate Dean, External Affairs & Executive Programs at (514) 848-2702. In addition, please send us your ideas for future issues by fax at (514) 848-4502 or e-mail at comtoday@vax2.concordia.ca.

And to learn more about our programs, I encourage all of you to look up our home page on the Internet www-commerce.concordia.ca.

**Dr. Mohsen Anvari
Dean, Faculty of Commerce
and Administration**

C o - o p P r o g r a m

Co-op education bridges the gap

A benefit to students, employers and society

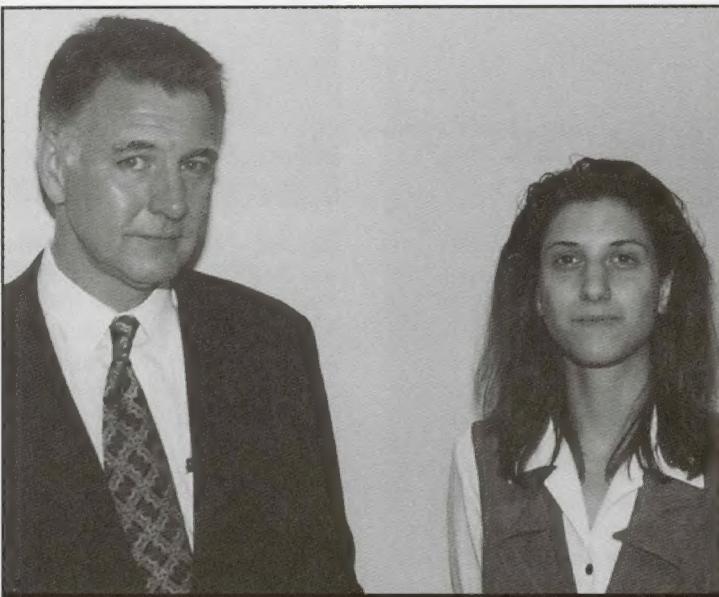
In the complex technological world that we live in today, business schools have a responsibility to teach students the skills they will need to enter the workforce. Employers have little time to train (or re-train) students. Such is the mantra from corporate Canada, which wants students to become productive members sooner rather than later. Hence, co-operative (or co-op) education.

The idea of bringing together industry and academia is not new, having its inception in the early 1900s, when employers were looking for students who would be able to step into jobs quickly and seamlessly. Why co-op?

"It's a win-win-win situation," says Professor Harold Simpkins, Director of the Marketing Co-op Program. Simpkins says that students, society and employers all benefit in this symbiotic relationship. The student gains not only a BComm but extensive work experience, society benefits from a population with increased skill-sets, and employers get to "test-drive extremely qualified students—many who end up working for co-op employers upon graduation."

The drawing card is the students. They are not only in the top 15 per cent academically but are computer literate, have received training sessions on interview skills and résumé writing and are bilingual. Some even speak three or four languages, a bonus when globalization is an economic reality. "All students have demonstrated leadership, either through work experience or extracurricular activities," Simpkins says.

The Faculty has been involved with co-op since 1993. Three departments from within Commerce offer co-op students: Accounting, headed by Sandra Robinson, Decision Sciences, headed by Mahesh Sharma, and Marketing, with Simpkins as its chief. About 100 students are enrolled this year. Students must maintain a B average (or about



Concordia Professor Harold Simpkins and Anna Antonacci, a second year marketing co-op student, who spent the summer at Pratt & Whitney learning strategic planning and analysis.

75%) to stay in the program.

Concordia's Institute of Co-operative Education (see sidebar) acts as the facilitator between organizations that have short-term positions to be filled, and students who are ready for their formal work-term placements. Four work-terms of four months duration give students the work experience that employers like.

That certainly fulfills Concordia's mandate of "graduating employable students." As employers see the benefits of hiring energetic and creative students, Simpkins hopes the list will increase. "At this point, the main limitation is the supply of jobs," he says. "As employers become increasingly aware of our co-op program, I'm convinced it will grow geometrically."

To get the word out, Simpkins, with many years of experience in advertising under his belt, did a direct mail campaign in the Montreal area last year. He sent packages to the heads of over 50

large businesses and received a commitment to hire marketing co-op students from 15 employers.

They joined a list of major Canadian corporations already participating in Concordia's Co-op Program. They are a who's who of corporate Canada, ranging from financial institutions like the TD Bank and the Big Five accounting firms to high-tech companies like BNR, Pratt & Whitney and Strategis, which helps companies get on the Internet.

Often it is a matter of spreading the word the old fashioned way—by word of mouth. Once employers hire co-op students they are hooked, wondering why they did not do so sooner. "The repeat rate is extremely high," Simpkins vouches.

Professor Harold Simpkins can be reached at (514) 848-2955 and by e-mail at marcon@vax2.concordia.ca.

Co-op education has a long history

The foundation of co-operative education was laid some 85 years ago in the United States. At the beginning of the 20th century, educators and employers realized that working together would produce not only a better university graduate, but a well-trained employee to boot. Seizing the opportunity, Concordia was the first English-language university in Quebec to offer co-op programs—in 1980.

In the Faculty of Commerce and Administration, employers can draw from students studying in accountancy, decision sciences and marketing, adding to the university's co-op programs in humanities, science and engineering.

Coordinating the effort between employer and student is the Institute for Co-operative Education (ICE). It acts as facilitator between organizations that have short-term positions to be filled and students who are ready for their formal work-term placements.

At Concordia, students alternate periods of formal academic study with paid, on-the-job work terms related to their field of study. Typically, work terms begin three times a year in September, January and May and last between 14 and 16 weeks.

Because the educational process is a mixture of work terms and academic study, students take a little longer to receive their undergraduate degree—40 months instead of 32 months. But, by the time co-op students graduate they not only have completed the same academic program required of their non co-op peers, but have also gained a minimum of 16 months work experience. If you are interested in hiring a co-op student, call 848-3950.

E M B A Program

Executive MBA Program undergoes change Moves away from “silos” approach to skills-based education

Re-engineering is no stranger to the business world. Yet change management is not typically part of academia except, perhaps, for some universities. The second oldest Executive MBA program in Canada has been revamped this year—a major undertaking since its creation in 1985.

Instead of offering the program in a series of “disjointed courses called ‘silos,’ which is common at most universities in North America,” says Dean Mohsen Anvari, “we are now delivering courses in an integrated way.” This emphasis on skills-based education is a departure from traditional methods of teaching.

A key feature of skills-based business education is to model what occurs in industry. Students first take six core courses (of either two or three credits) to build their economic, decision science and behavioural foundations. They include Domestic and International Economics; Operations Management and Information Systems; and Behavioural Foundations. This is essentially unchanged from before.

What has changed is the identification of five fundamental managerial attributes—decision maker and planner, communicator, leader, entrepreneur, and visionary and global thinker—identified as necessary for the executive of the future. Students are required to take 10 courses from this list, which vary between two credits and five credits. In addition, students are also required to participate in an international study trip and to successfully complete a business research project. Last year, students went to Singapore, Thailand and Vietnam as part of their study trip.

Intense process

Anvari (Dean of the Faculty since February 1995 and Professor since 1977) says that putting together the new curriculum was “an intense process,” taking about six months. Four professors act as program co-ordinators to ensure that the integration takes place. It is a kind of a holistic approach to executive education. Anvari concedes that any major program restructuring is worrisome. However, he is very confident that Concordia’s EMBA program will be the most forward-looking in Canada.

The intense two-year program is designed specifically for mid-career managers who wish to pursue graduate-level business education without interrupting their business careers. Classes are held one day per week on alternate Fridays and Saturdays from 8:00 a.m. to 5:30 p.m. during the regular academic year. Most participants are sponsored by their employees at a cost of \$26,500, which covers books and course notes, software, meals on class days and other sundries. The cost of the international study trip is extra.

Compared with other Canadian business schools, “the fee is very competitive,” says Professor Kamal Argheyd, Program Director and member of Concordia’s faculty since 1981. All the administrative details are handled by the university, and students are provided with executive services. A Bank of Montreal loan is available at a rate of prime plus one per cent, and the tuition fee is tax deductible.

Various backgrounds

Students come from various back-



Professor Kamal Argheyd interacting with EMBA students.

grounds, including engineers, accountants and medical doctors. “This year three doctors and a dentist are enrolled,” says Andrea Rose, Assistant Director. The oldest student was a 65-year-old judge, the youngest a 28-year-old entrepreneur. But most students come with an average of 13 years work experience and a minimum of five years managerial experience, bringing the average age to 36. Besides having years of managerial experience, students must obtain an acceptable score on a Graduate Management Admissions Test (GMAT), which is used as a “diagnostic tool” to evaluate applicants.

Most of the courses are taught by faculty members, some by senior industry executives. One of the requirements for professors is that they must have extensive consulting experience, so that both students and professors speak the same language in the classroom.

The classroom underscores Montreal’s cultural diversity. For example, many francophones are attending Concordia’s program instead of going to a French-language alternative. This year, a little more than half of the 35 students list French as their mother tongue. Argheyd says that this is due to the prominence of English as the language of international business. “You’ve got to know English to operate at a global level.”

Tutorials in business English are offered the summer before classes begin to help students improve written and communication skills.

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Membership has its privileges

The Executive MBA Council was founded in 1981 to foster excellence and innovation in Executive MBA Programs.

More than 120 universities and colleges in the U.S., Canada and abroad offer EMBA programs and are members of the Council. About a half-dozen Canadian schools are members, of which Concordia is the sole Quebec representative—joining such well-regarded universities as Columbia, Case Western Reserve, Northwestern and New York University.

The Council has partnered with the American Assembly of Collegiate Schools of Business (AACSB) and the Graduate Management Admission Council (GMAC) to ensure professionalism and quality of service. The association is a not-for-profit corporation of educational institutions, corporations and other organizations that are devoted to the promotion and improvement of post-secondary education in business administration and management.

The assembly was organized in 1916. It is recognized as the premier agency for accrediting business administration and accounting programs that grant bachelor’s, master’s and doctoral degrees.

Industry Profile

MacDonald takes Bell Helicopter soaring

Bob MacDonald is a high flyer. As head of one of Canada's leading aerospace companies, he spends a lot of time in the air shuttling around the globe. We caught up with MacDonald after his return from London, England and spoke to him from his office at Mirabel, Quebec about the value of a Concordia MBA in today's marketplace.

MacDonald, a 1988 graduate of Concordia's Executive MBA program, says that education cannot be underestimated in today's knowledge-based economy. His desire to return to school was grounded in pragmatism. The need to upgrade skills is one of the demands faced by executives today—a quintessential concern of the '90s. Though finding the time is undoubtedly difficult, the return to the classroom has intangible benefits. "The MBA gave me a terrific sense of accomplishment and confidence," says the 43-year-old president of Bell Helicopter Textron. "It gave me the feeling that if I can do that, I can do anything."

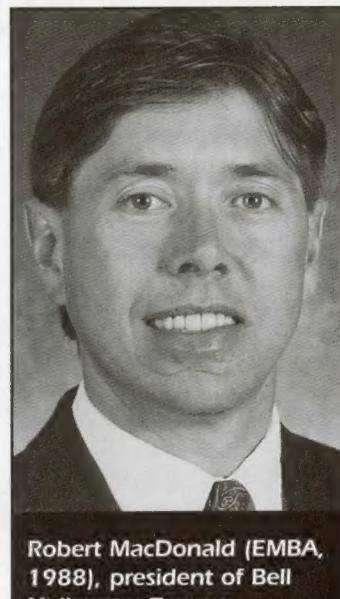
Though he may seem young to lead Bell's Canadian operations, MacDonald's youthful appearance

disguises the 20 years of aerospace experience he has under his belt. But then again, Bell must be doing something right. The helicopter manufacturer commands 57 per cent of the worldwide commercial market. Sales have grown from \$1.0 million in 1986 to \$1.0 billion in 1996, and next year's projections show a 20 per cent increase to \$1.2 billion.

MacDonald has been with Bell since June 1984. He started off as a manager in the materials division and has progressively moved up the corporate ladder to senior vice-president of operations and materiel before stepping into the president's chair in May 1996. He also sits on the executive board of the Aerospace Industries Association of Canada, the voice of Canada's aerospace industry.

MacDonald recommends the Concordia EMBA program to his aerospace peers. But he adds a caveat, saying it isn't something to be taken lightly. The program's elements are the same as those of any MBA program. "You need to have a lot of energy and motivation. It isn't something that you will coast through," he cautions.

Confidence is the key. Whether



Robert MacDonald (EMBA, 1988), president of Bell Helicopter Textron.

skills and knowledge to learning from a diverse roomful of executives and entrepreneurs with decades of experience. "You learn and grow from being part of the class."

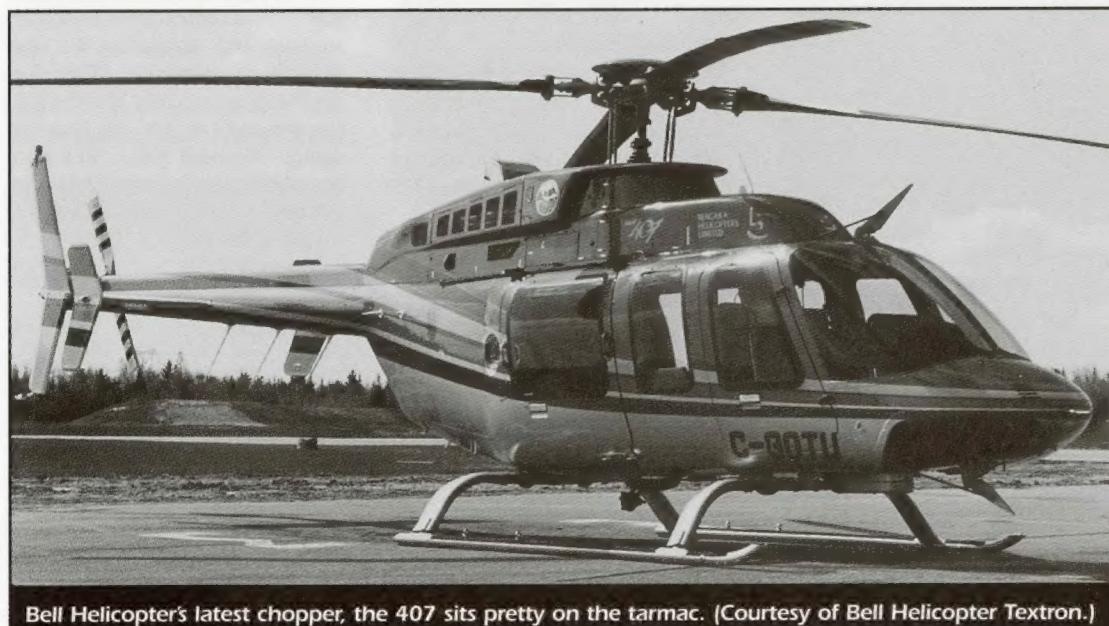
He also respects the sensitivity of the program's leaders, who understand the needs of business. An anecdote underscores its flexibility. One time he was scheduled to write two final exams in the same week that he had to leave on an important business trip. After speaking to the professors, a compromise was reached. They allowed him to write one of the exams earlier than his classmates. "I wouldn't have got through the program had that not happened," MacDonald admitted.

The agility shown by Concordia University is laudable, he says, underscoring the business reality of the '90s, when only responsive organizations will be around in the next millennium. "Any organization that is flexible is going to be successful. It certainly helps Bell Helicopter and the flexibility shown at Concordia was very beneficial."

Chopper clips

Bell Helicopter has been operating at Mirabel since 1986. A Canadian subsidiary of Bell Helicopter Textron of Fort Worth, Texas, its core business is the manufacturing of commercial helicopters. Models include two-bladed choppers like the JetRanger (206B) and the LongRanger (206L), and four-bladed medium range choppers like the 412 and 407.

Sales in 1996 reached almost \$1.0 billion, while projected sales for 1997 will hit \$1.2 billion—a 20 per cent jump. Since 1986 Bell has delivered 1,450 helicopters to customers in over 40 countries worldwide. The total value of these choppers exceeds \$2.5 billion.



Bell Helicopter's latest chopper, the 407 sits pretty on the tarmac. (Courtesy of Bell Helicopter Textron.)

"Faire le Grand Saut" helps integrate francophones into English milieu

Faire le Grand Saut a giant success

For students who have never studied in English, entering an English-language university like Concordia and its BComm program, can be full of anxiety—a giant leap into the unknown.

Last spring, after visits to several francophone CEGEPs (junior colleges in Quebec), the Faculty determined that enrollment from this sector would increase if a user-friendly orientation session was available to help these young people pick up some key business communication skills in English. The objective was not only to provide them with some presentation skills,

improve their vocabulary, and fine-tune some points of grammar, but to also socialize them to Concordia. In essence, to help them "Faire le Grand Saut" (or take a giant leap) into English-language studies.

The result: 16 undergraduate students registered for a two week intensive pilot project that was offered between August 12 and 23. Although the majority of students were French-



speaking, other languages were also heard in the classroom—Italian, Cambodian, Chinese, Arabic, Romanian, and Polish.

The students spent time getting to know the University's facilities, including the libraries, student services and computer labs, to name a few. But the students did not spend time only in the classroom. Visits to Merck-Frosst, United Technologies-Otis Elevator,

Dominion Textiles, the Toronto-Dominion Bank and Nesbitt Burns were part of the itinerary.

Their experience was rounded out with presentations made by representatives of the World Trade Centre and the Office de l'Expansion Economique de Montréal and with a closing barbecue at the home of the instructor, Linda Bracewell. The feedback was so positive that the Faculty plans to make this summer mini-course a regular option for all BComm students entering from the francophone CEGEPs.

JOHNS

husband and wife juggle the demands of career and home. When employees come to work, they often do not leave their family concerns at home.

What is hidden from many employers is the youngster with asthma or a learning disability—or any other of the myriad of everyday concerns faced by parents raising a family. So it is no wonder that over 80 per cent of respondents to a Conference Board of Canada survey complained that stress, caused by the conflicting demands of their paid work and of their family life, influenced work absences and productivity.

Perhaps organizations have to not only understand these needs, Johns said, but actually act on them. "Organizations may have to become more family-friendly" to reduce the tensions present in the workplace and take their cue from some banks, which allow flex-time as an alternative to the traditional nine-to-five work day.

Gary Johns, PhD, Professor of Management

Professor Gary Johns has made significant contributions as a researcher of absenteeism since he received his PhD from Wayne State University in 1973—joining Concordia's department of management soon thereafter. He has examined the matter of employee attendance from both a theoretical and practical perspective. Johns is also well-regarded for his contributions to research methods. His seminal article in *Organizational Behavior and Human Performance* has simulated numerous studies of how to measure differences and fit between individuals and organizations.

Johns has published in many major journals including the *Journal of Applied Psychology*, *Academy of Management Journal*, *Academy of Management Review*, *Organizational Behavior and Human Decision Processes* and *Personnel Psychology*. In addition, he is the author of a textbook that is not only used in Canada and the U.S. but has been adopted internationally by many universities and business schools—*Organizational Behavior: Understanding and Managing Life at Work* (HarperCollins: 1996)—is in its fourth edition.

He also sits on the editorial board of a number of well-regarded publications including the *Canadian Journal of Administrative Sciences*, the *Academy of Management Journal* and the *Journal of Management*. Johns is also a consulting editor for the *Journal of Occupational and Organizational Psychology*.

He is the 1983 recipient of the New Concept Award given by the Academy of Management "for the most significant contribution to the advancement of theory and/or method in organizational behaviour published in 1982" and the 1985 recipient of the Edwin E. Ghiselli Award for Research Design from the Society for Industrial and Organizational Psychology (SIOP).

In recognition of his outstanding achievements and contributions, Johns was elected Fellow of three distinguished organizations: SIOP in 1995, the American Psychological Association in 1996, and the Canadian Psychological Association in 1996. He has been an invited speaker at numerous conferences and universities worldwide.

ARGHEYD

Immediate rewards

Argheyd says that the workload is heavy, requiring between 20 and 40 hours of work outside the classroom. Students form study groups of five or six, emphasizing the idea of teamwork. The program is demanding and is not for everybody. It requires a commitment from both student and employer. But the rewards are immediate. "Even during the program, they become better managers in the job they are doing," Argheyd says. "But once completed, they become more marketable, more mobile and more sought after."

Concordia's EMBA Information Sessions are listed on page 1.

For more information about the EMBA, call Andrea Rose, Assistant Director, who can be reached at (514) 848-2995 or e-mailed at arose@vax2.concordia.ca.

Congratulations!

■ **Vishwanath Baba** (Management) was honoured with a plaque for his contributions as Editor-in-Chief of the Canadian Journal of Administrative Sciences from 1991-96.

■ Finance Professor **Lawrence Kryzanowski** was the first winner of the new Prix ACFAS/Caisse de dépôt et de placement du Québec for exceptional contributions to research in finance in institutional portfolio management and related areas. The award was presented to him in May 1996 during the meetings of the Association canadienne-française pour l'avancement des sciences (ACFAS).

■ **Marie-Hélène Bernard**, a working lawyer and a spring graduate of Concordia's Diploma in Institutional Administration, has been selected by the American Symphony Orchestra League for a 1996-97 orchestra management fellowship—the first Canadian so honoured.

■ Professor **Abolhassan Jalivand** has recently been appointed Editor-in-Chief of the Canadian Journal of Administrative Sciences, a multidisciplinary quarterly which publishes refereed scholarly articles and book reviews in all areas of business administration. His 5-year term begins Jan. 1, 1997. Dr. Jalivand was Chair of the Faculty's Department of Finance from 1990 to 1995 and was promoted to the rank of Full Professor in 1994.

AMBA's third graduating class celebrates in style

The International Aviation MBA Program (AMBA) held a ceremony last summer for its third graduating class at Restaurant Hélène de Champlain, located on the shores of the St. Lawrence river in Montreal.

Dr. Frederick Lowy, Rector & Vice-Chancellor, Dr. Mohsen Anvari, Dean of the Faculty of Commerce and Administration and Dr. Dale Doreen, Director of the AMBA, used the occasion to salute the graduates

for their two years of hard work.

Pierre Jeanniot, director general of the International Air Transport Association (IATA), who was unable to attend the event due to pressing demands at IATA in Geneva, Switzerland, prepared a special videotape presentation for the event. Jeanniot spoke of the current state of the industry and used the opportunity to give a personal message to each graduate.



AMBA's third graduating class along with Concordia dignitaries.

Faculty of Commerce and Administration Advisory Board

The mission of the Advisory Board is to develop strong links among local business, industry and professional communities, to help promote a learning environment well-suited to the changing demands of a global economy. The members of the 1996 Advisory Board are:

Me Rita de Santis, Chair
Partner, Goodman Phillips Vineberg

Mr. William Anto
Vice-président, approvisionnement et informatique
Québec Cartier Mining Ltd.

Ms. Diane Bale
Partner, Ernst & Young

Mr. Lawrence Bloomberg
Chairman and President
First Marathon Inc.

Mr. Richard P. Carson
Chief Finance Officer, Petronav Inc.

Mr. Jim Cherry
President
CAE Electronics Ltd.

Mr. Kipling Crooks
President
K.K. Machine Products Inc.

Mr. Kevin Dobby
Director, Corporate Projects
International Air Transport Association

Mr. Robert Dolan
Vice-President
Human Resources and Quality
Canadian National

Ms. Marianne Donaldson
Partner
Rourke, Lizotte & Associates

Mr. William Duke
Vice-President
Toronto-Dominion Bank

Mr. Réjean Dupré
Regional Manager
Sterling Diagnostic Imaging Inc.

Mr. David Goldman
President & CEO
Noranda Metallurgy Inc.

Mr. John Hanna
Senior Vice-President Finance & Administration & CFO
Westburne Inc.

Ms. Cheryl Hayes
President
Communication Cheryl Hayes Inc.

Ms. Melanie Kau
Vice-President Retail, Mobilia Inc.

Mr. Denis Lussier
Senior Vice-President
Standard Life Assurance Company of Canada

Ms. Thi-Hien Nguyen-Khac
Analyst, Canadian Stock Markets
Caisse de dépôt et placement du Québec

Mr. Jean Noelting
President
Refrigerated Products Division
Ault Foods Ltd.

Dr. Constant Nucci
Executive Director, St. Mary's Hospital

Mr. Maurice Panchyshyn
President, M & R Plastics Inc.

Mr. Earl D. Robertson
President & CEO, ADIA Canada Ltd.

Mr. Gabriel Savard
Executive Vice-President
C.P. Tech. Inc.

Ms. Mackie Vadacchino-de Massy
Vice-President, Corporate Projects,
International Business Development
Teleglobe International Inc.

Mr. Bernard Verronneau
Partner
Raymond Chabot Martin Paré

Mr. Don S. Wells
Executive Vice President
Strategic Development
Royal Bank of Canada

Mr. Jonathan Wener
Chairman of the Board
Canderel Ltd.

Members from the Faculty of Commerce and Administration

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Rector & Vice-Chancellor
Concordia University

Dr. Mohsen Anvari
Dean

Dr. Pierre Brunet
Professor, Management Department

Dr. Dale Doreen
Director
Aviation MBA Program

Dr. Michel Laroche
Professor, Marketing Department

Dr. Danielle Morin
Associate Dean, Undergraduate and Student Affairs

Dr. Jerry Rosenblatt
Associate Dean
External Affairs & Executive Programs

Dr. Jerry Tomberlin
Associate Dean
Graduate Programs, Research & Program Evaluation

Student Awards

Commerce strikes gold!

For the first time in the eight-year history of the Commerce Games, Concordia took home the top prize and the honour of the "Best Commerce Faculty."

In the academic competition, Concordia's teams captured five of a possible six medals, with golds in Human Resources Management, Entrepreneurship and Production Operations Management, and silvers in Accounting and Marketing.

The Commerce Games is a yearly competition that involves all of Québec's 12 universities and the University of Ottawa. Last year, 80 of Concordia's top undergraduates participated in the four-day match, which was held January 4-7, 1996, at Université Laval in Québec City.

Concordia's Medals:

Gold - Overall (Coordinator Rafik Zaklama)

Gold - Entrepreneurship (Bobby Vorias, Dara Dines, Alex Panasuk)

Coach: Professor Tom O'Connell

Gold - Human Resources

Management (Donna Tom, Matt Sterne, Annie Arsenault)

Coach: Professor Louis Hébert

Gold - Production Operations

Management (Bruce Sexton, Claudia Pouliot, Frank Scaglione)

Coach: Professor Mahesh Sharma

Silver - Accounting (Sunil Gandhi, Dael Foster, Peter Picciola)

Coach: Professor Jane Craighead

Silver - Marketing (Darcy Raymond, Kathy Tsolakos, Johnny Pallotta)

Coach: Professor Anne Lavack.

Concordia's accountancy students top national pass rate

For the eighth consecutive year, Concordia's chartered accountancy program (CA designation) achieved a higher success rate than all other Canadian universities.

The University's pass rate among first-time writers of the rigorous four-day Uniform Final Examination (UFE) was 82.4 per cent. This compares favourably with the provincial average of 53.9 per cent in Québec and the national average of 63.1 per cent. The examination, which was written by 2,947 candidates in Canada, 971 of them in Québec, is administered by the Canadian Institute of Chartered Accountants.

Six Concordia students in the Diploma in Accountancy program placed in the top 10 in Québec. One of them, Kimberly Miousse, placed second in Québec and third in Canada. Concordia students have performed exceptionally well in these exams in recent years, topping

the national pass rate every year since 1988.

This year the students wrote the UFE between September 16 and September 19 — the results will be posted only in December 1996.

MBA Case Competition

The MBA Case Competition is always a major event of the MBA program's year. It is easy to understand why. One hundred and twenty students, more than 100 judges, dozens of volunteers, a mountain of photocopies and 18-hour working days by three Masters of Business Administration students all went into producing the 15th Concordia MBA International Case Competition, which was held January 9-13, 1996.

The competition draws schools from around the world. Countries represented in the past include Canada, England, Germany, Finland, Mexico, Sweden, Tunisia, New Zealand, and the U. S. The team from Memorial University (St. John's, Newfoundland) claimed first prize, a \$4,000 scholarship from the Bank of Montreal. Second and third place honours went to Otago University of New Zealand and the University of Calgary. Concordia's team—comprised of Lynda Newcomb, Ingrid Pavilanis, Tracey Shuffler and Dave Walker—tied for seventh.

The MBA Case Competition pits 30 teams of four students against each other, one-on-one, in a round-robin tournament organized into six divisions of five schools each. The object: solve complex, authentic business problems. After three hours of case study, each team presents its analysis and recommendations to a panel of judges, drawn from industry executives.

Because of the high calibre of talent in the room at one time, this is a good time for recruiting. The competition easily draws large numbers of executives and head-hunters seeking new talent. The dedication of the students is evident. All are taking a full complement of courses, and each receive six credits for organizing the competition instead of writing a business research paper.

The 16th annual Concordia University MBA International Case Competition will be held from January 14, 1997 to January 18, 1997. For information, you can contact the organizers, Frances Yuen, Luis Eguren and Santo J. Fata, by phone at (514) 848-2736, fax at (514) 848-4529 or e-mail at mbaicc@vax2.concordia.ca.

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